

IDAHO BOARD OF NURSING

Mission Statement

The Mission of the Board of Nursing is to regulate nursing practice and education for the purpose of safeguarding the public health, safety and welfare.

Vision Statement

Looking to the future and the challenges of the 21st Century, the Board of Nursing envisions a system of nursing regulation in Idaho in which:

- ❖ Policy decisions remain constantly focused on public safety, health and welfare;
- ❖ Nursing related policy is responsive to the changing health care environment;
- ❖ Policy development is based on valid research of issues;
- ❖ Unnecessary barriers to licensure and practice are removed;
- ❖ The Board of Nursing is directly involved in addressing issues impacting nursing practice and education;
- ❖ Nursing education remains relevant and responsive to changing health care and education environments;
- ❖ Professional accountability is assured through the application of critical thinking;
- ❖ Public access to nursing care is recognized as an essential consideration in policy development;
- ❖ Collaboration with other disciplines is reflected in policy development;
- ❖ Advanced information systems and technology are used in processing and disseminating current information to consumers and health care providers.

STRATEGIC PLAN
FY 2003 through FY 2007

GOAL I - LICENSURE

To license qualified persons for the practice of nursing.

OBJECTIVE A. To develop uniform statutory language and consistently implement policies and procedures related to licensure.

Action 1. Review and revise sections of administrative rules as necessary for consistency with national trends and accepted uniform licensure requirements.

Action 2. Initiate criminal background checks for all licensees as a requirement for initial licensure.

Action 3. Implement uniform core licensure requirements adopted by the National Council of State Boards of Nursing.

Measurable Outcome: Processes for licensure by examination, endorsement and renewal are uniformly applied and consistent with defined standards.

OBJECTIVE B. To demonstrate the continued competence of licensees.

Action 1. Analyze methods of assuring continued competence for LPNs, RNs and APPNs, including arguments for and against requiring continuing education for licensure renewal.

Action 2. Define standards for continued competence for all licensees, consistent with national and state trends.

Action 3. Develop criteria for re-entry to practice for LPNs, RNs and APPNs, consistent with national and state trends and validated research findings.

Action 4. Assess the continued competence of LPNs, RNs and APPNs on an ongoing basis.

Measurable Outcome: The competence of licensed nurses is measured against established standards as a condition of licensure.

OBJECTIVE C. To efficiently manage licensure processes.

Action 1. Maintain and enhance electronic licensure application and processing procedures.

Action 2. Maintain and upgrade equipment, systems and processes for currency and efficiency.

Action 3. Assess benefits of on-line licensure renewal for planning purposes.

Measurable Outcome: Licensure processes are efficient, accurate and technologically current.

OBJECTIVE D. To regulate unlicensed assistive nursing personnel.

Action 1. Define the unlicensed assistive personnel population to be regulated.

Action 2. Clarify the roles of interested stakeholders in the regulation of unlicensed assistive personnel

Action 3. Develop implementation strategies for regulating UAPs, including fee structures, manpower needs and benchmark timeframes

Action 4. Introduce statutory language for Board regulation of nursing assistants.

Action 5. Clarify the practice parameters for nurse apprentices.

Measurable Outcome: Nursing assistants are regulated by the Board of Nursing.

OBJECTIVE E. To facilitate interstate mutual recognition of licensure.

Action 1. Collaborate with other states implementing the Nurse Licensure Compact.

Action 2. Adopt the Advanced Practice Professional Nurse Licensure Compact.

Action 3. Participate as an active member of the Nurse Licensure Compact Administrators organization.

Action 4. Analyze the impact of the Nurse Licensure Compact on practice, discipline and Board operation in Idaho.

Measurable Outcome: Participation in the Nurse Licensure Compact.

GOAL II - NURSING PRACTICE

To define and enforce scope and standards of practice for licensed nurses.

OBJECTIVE A. To clearly define LPN, RN and APPN scope and standards for practice.

Action 1. Review rules defining scope of practice for LPNs, RNs and APPNs and revise as necessary for consistency with state and national trends.

Action 2. Educate nurses, nurse educators, employers and consumers regarding defined standards and scopes of nursing practice.

Action 3. Facilitate activities of the Advanced Practice Professional Nurse Advisory Committee.

Action 4. Initiate efforts to resolve issues resulting from statutes and rules related to the responsibilities of physicians serving in supervisory roles.

Action 5. Assess APPN practice for consistency with defined scope and standards.

Action 6. Analyze delegation/supervision practices for consistency with defined standards.

Action 7. Respond to requests for clarification of scope and standards of nursing practice.

Measurable Outcomes: Nursing practice is clearly defined through statute, rules and Board processes.

OBJECTIVE B. To impose action appropriate to substantiated violations of statute and rules.

Action 1. Receive, investigate and timely resolve disciplinary complaints.

Action 2. Inform the public about procedures for reporting concerns and complaints related to nursing practice.

Action 3. Identify strategies to address issues raised in state and national studies related to nursing practice.

Action 4. Develop policies/procedures for managing data acquired through criminal background checks.

Action 5. Analyze cost and effectiveness of discipline procedures.

Action 6. Develop strategies for effectively managing the anticipated volume of complaints that may result from regulation of UAPs.

Measurable Outcome: The process for managing disciplinary complaints from receipt of complaint through final resolution is fair, efficient, and appropriate for public protection.

OBJECTIVE C. To provide a non-disciplinary option for nurses whose practice may be impaired due to mental illness and/or chemical abuse.

Action 1. Maintain the contract for management of the Program for Recovering Nurses.

Action 2. Facilitate activities of the Program for Recovering Nurses Advisory Committee.

Action 3. Inform nurses, employers and others about the Program for Recovering Nurses.

Action 4. Analyze the effectiveness of the Program for Recovering Nurses in providing for public protection.

Action 5. Define standards and criteria for components of the Program for Recovering Nurses.

Measurable Outcome: The Program for Recovering Nurses provides an effective non-disciplinary option for eligible nurses while assuring public protection.

OBJECTIVE D. To identify key and emerging issues and trends related to practice.

Action 1. Identify key issues and establish appropriate discussion forums.

Action 2. Establish priority research needs to address key issues.

Action 3. Identify trends in behavior/conduct/practice that present a risk to the public and may require disciplinary action.

Action 4. Participate in the NCSBN "Taxonomy of Error, Root Cause Analysis and Practice Responsibility" project.

Measurable Outcome: Key issues are included in the Strategic Plan and are regularly addressed by the Board.

OBJECTIVE E. To implement strategies directed toward addressing the nurse shortage.

Action 1. Participate in initiatives aimed at resolving the shortage.

Action 2. Collaborate with other organizations/agencies addressing the nurse shortage issue.

Action 3. Analyze regulatory processes for identification of unnecessary barriers to licensure and practice.

Action 4. Participate in collecting and analyzing data essential to understanding and resolving the shortage.

Action 5. Assess criteria for licensure of foreign-educated nurses for purposes of identifying and alleviating unnecessary barriers.

Action 6. Collaborate with others in defining and addressing the nurse faculty shortage.

Measurable Outcome: The Board is active in state and national initiatives addressing the nurse shortage.

GOAL III - NURSING EDUCATION

To define and enforce criteria for educational programs preparing nurses for practice at all levels.

OBJECTIVE A. To clearly define minimum standards for nursing education programs.

Action 1. Incorporate research findings into future strategies for regulation of nursing education.

Action 2. Identify standards and criteria for education delivered by distance using electronic and other non-traditional methods.

Action 3. Analyze proposed articulation strategies for consistency with established standards.

Measurable Outcome: Minimum standards for approved nursing education programs are clearly defined through statute, rules and Board processes

OBJECTIVE B. To assess nursing education programs based on established criteria for purposes of granting initial and on-going approval.

Action 1. Review educational programs as required in defined criteria.

Action 2. Analyze the advantages of national accreditation in addition to or in place of Board approval of nursing education programs.

Action 3. Assure that proposed and established nursing education programs meet defined criteria.

Measurable Outcome: Approval is granted to new and established nursing education programs that meet defined criteria.

OBJECTIVE C. To identify emerging issues and trends relative to education.

Action 1. Analyze trends related to student admission criteria, including review of criminal backgrounds and mental and physical impairment.

Action 2. Research issues related to management/leadership education for all nurses.

Action 3. Study trends in NCLEX pass rates and initiate strategies to address declines in passing rates at identified institutions.

Action 4. Identify key related issues and facilitate appropriate discussion forums.

Action 5. Establish priority research needs consistent with strategic plan.

Measurable Outcome: Key issues and trends are included in the Strategic Plan and regularly addressed by the Board.

GOAL IV – INFORMATION

To obtain and exchange information related to licensure, practice and education.

OBJECTIVE A. To assure Board inclusion in state and national healthcare policy development.

Action 1. Participate in meetings and forums regarding health care planning and decision-making.

Action 2. Increase Board participation in a variety of policy-making arenas.

Action 3. Develop collaborative relationships with individuals, groups and organizations to address present and future healthcare in Idaho.

Action 4. Maintain positive relationships with key policy makers and others who influence policy.

Measurable Outcome: Public policy reflects Board input.

OBJECTIVE B. To provide information related to nursing and nursing education to the public through a variety of modalities.

Action 1. Provide direct access to the Nursing Practice Act, Board rules, interpretations, guidelines and key issues through the Board's Web page, through published documents, and by other means.

Action 2. Increase electronic access to reports, application forms, processes, proceedings and other public documents and information.

Action 3. Maintain IDACARE as an information source for the public.

Action 4. Maintain the contract to facilitate reporting to the Healthcare Integrity and Protection Data Bank (HIPDB) consistent with state and federal requirements.

Action 5. Implement electronic/on-line license verification.

Action 6. Continue to enhance the Board's website, including the information available on the web as well as direct linkages that are of benefit to users.

Action 7. Publish two newsletter a year, one of which is mailed to all licensees in addition to the list of subscribers.

Action 8. Continue to refine the Board's annual statistical report to include pertinent, relevant information of use to a variety of audiences.

Measurable Outcome: The public accesses information through a variety of mechanisms, including electronic systems.

OBJECTIVE C. To assure the Board is knowledgeable about the health care environment and issues impacting the regulation of nursing practice and education.

Action 1. Monitor federal and state legislation impacting nursing practice and education.

Action 2. Monitor issues and trends for their impact on practice and education.

Action 3. Support research designed to provide information of relevance to the Mission of the Board.

Action 4. Evaluate the impact of national/state research affecting nursing regulation.

Action 5. Participate in activities and educational offerings related to nursing regulation.

Action 6. Actively participate in activities of state and national organizations whose agendas are of direct benefit to the Board in accomplishing its Mission.

Action 7. Analyze local, district and state public health policy for relevance to the Board

Measurable Outcome: Board policy reflects knowledge of current health care environment and nursing issues and trends.

OBJECTIVE D. To inform the public about the Board: its role and Mission.

Action 1. Provide an information exchange process for nurses, consumers, legislators and others on issues of mutual concern.

Action 2. Provide consultation and technical assistance to licensees, consumers and employers as appropriate.

Action 3. Collect, analyze and disseminate data regarding nursing regulation in Idaho.

Action 4. Maintain and upgrade electronic systems for public access to information.

Action 5. Increase constituent participation in forums of the Board.

Action 6. Maintain and enhance publications, newsletters and other media communications.

Action 7. Assess the public's perception of the Board's accomplishment of its Mission.

Action 8. Maintain and upgrade the Board's Web page.

Action 9. Analyze the Board's effectiveness in responding to the needs of consumers.

Measurable Outcome: The public demonstrates an understanding of the Board's role and Mission.

GOAL V - ORGANIZATION/GOVERNANCE

To maintain an organization that supports accomplishment of the Board's Mission.

OBJECTIVE A. To maintain and efficiently use agency staff and resources.

Action 1. Establish processes for participatory management and team function among staff.

Action 2. Review internal operation policies and procedures and revise as necessary for consistency with Board Governance Policies.

Action 3. Assess agency workload/workforce and modify as appropriate.

Action 4. Maintain outside contracts as appropriate to assist with accomplishment of Board functions and responsibilities.

Action 5. Maintain and upgrade equipment necessary for efficient accomplishment of Board responsibilities.

Action 6. Implement staff compensation plan according to established policy.

Action 7. Analyze office space needs and maintain lease agreement to support current and anticipated staff and services.

Action 8. Develop and manage the annual budget to support organizational goals and objectives.

Action 9. Implement the Board's information technology strategic plan for purposes of continued enhancement of the organization's technical abilities.

Measurable Outcome: The organization demonstrates staff satisfaction, workload accomplishment and fiscal soundness.

OBJECTIVE B. To effectively maintain organizational management systems.

Action 1. Support NURSIS as the licensure database for all licensees.

Action 2. Conduct internal controls audit to assure compliance with established standards.

Action 3. Assess Board effectiveness in accomplishing the Mission and strategic goals.

Action 4. Enhance the Board's Interactive Voice Response system to assist the public in accessing information and staff resources.

Action 5. Upgrade the Board's central licensure database as appropriate.

Measurable Outcome: Agency management systems support services, facilitate efficiency and promote effectiveness.

OBJECTIVE C. To provide technical and professional education for staff and Board members.

Action 1. Develop a plan to identify and address the educational needs of staff and Board members.

Action 2. Provide comprehensive on-going Board member orientation and development.

Action 3. Prepare voting delegates to adequately represent the Board.

Action 4. Provide on-going staff development.

Measurable Outcome: Board and staff performance reflects appropriate education and orientation.

OBJECTIVE D. To promote shared governance among staff and Board members.

Action 1. Effect implementation of the Board's policy governance model.

Action 2. Continually assess Board effectiveness.

Action 3. Initiate NCSBN best practices assessment to determine Board effectiveness.

Action 4. Develop plan for on-going evaluation of Board governance structure and foundations, including mission, vision, policies and committee function.

Measurable Outcome: Organization assessment processes demonstrate effectiveness of the Board's philosophy of policy governance.

PRIORITY ACTIVITIES FOR FISCAL YEAR 2004

In order to accomplish the goals presented in the Strategic Plan, the Board of Nursing has identified priority activities to be accomplished during fiscal year 2004.

LICENSURE:

- * Review of the section of administrative rules related to advanced practice professional nursing
- * Introduction of legislation authorizing the Board to require criminal background checks as a condition of initial licensure
- * Initiation of the plan for Board regulation of unlicensed assistive nursing personnel
- * Active participation in the Nurse Licensure Compact Administrators organization

PRACTICE:

- * Education of nurses, employers, nurse educators and others on revised practice rules
- * Conduct of the APPN practice audit
- * Analysis of cost and effectiveness of discipline procedures
- * Maintenance of the Program for Recovering Nurses contract
- * Participation in initiatives aimed at resolving the nurse shortage

EDUCATION:

- * Review and approval of initial and on-going nursing education programs
- * Analysis of student admission criteria and the appropriate role of the Board in regulating nursing students

INFORMATION:

- * Increase in electronic access to proceedings, documents and information
- * Maintenance of HIPDB reporting processes
- * Implementation of on-line licensure verification
- * Enhancement of the Board's information sources, including the website
- * Assessment of the Board's effectiveness in accomplishing its Mission

ORGANIZATION/GOVERNANCE:

- * Maintenance of key outside contracts for efficient accomplishment of Board initiatives
- * Implementation of the Board's Information Technology plan
- * Continuation of on-going Board and staff development

KEY EXTERNAL FACTOR ANALYSIS

The Board of Nursing's ability to progress toward accomplishment of identified strategic goals is significantly impacted by changing needs and demands of consumers, by shifting state and national demographics, by changing environmental and political foci, and by volatile state and national economics. Factors, which at times remain unpredictable, directly impact the Board's accomplishment of its Mission and strategic goals related to licensure, practice and discipline, education, information exchange and governance and may result in the need to reconsider strategic initiatives for either the short or long-term.

The Board has identified the following key external factors that are of significance:

- Consumer health care demands for excellence: Media attention on the current nurse shortage in the United States has increased the public's awareness of and need for demonstrated continued competence and performance excellence on the part of licensed nurses. In response to these demands, the Board anticipates the need for increased and/or modified data collection and in-depth analysis; increased numbers of complex disciplinary complaints; escalating attorney costs related to formalized disciplinary proceedings; and increase in the numbers of nurses being monitored through the Board's Program for Recovering Nurses.
- Health care economics: State and federal economics have significant impact on the numbers and mix of providers for any geographical region. Consumer recognition of non-physician providers as a key to health care cost containment, federal and state regulation of health care dollars, and strategies aimed at conservation of public resources all play a role in driving migration of nurses to and from the state as well as the nature and delivery of nursing care within the state. The Board anticipates variations in numbers and kinds of licensees as well as fluctuations in reported complaints and disciplinary investigations as a result of fluctuating health care economics. Because of the current significant national nurse shortage and the resulting stressors imposed on nurses in the work setting, the Board anticipates a gradual increase in the number of disciplinary complaints filed with the Board, resulting in increased activities and costs related to the provision of technical assistance and on complaint investigation, litigation and monitoring.
- Technological advances: Technological advances assist the Board in regulating practice more efficiently from a national and statewide perspective (e.g. centralized licensure verification, interactive telephonic communication, electronic test authorization, etc.) as well as in managing the workload in the office of the Board (e.g. optical scanner and data storage system, internet access, voice messaging, etc.). Related to the increasing use of this technology may come unanticipated expenses and opportunities resulting from hardware repair and enhancement, software development and upgrade, staff training and IT support.

- National centralized regulatory processes: The Board manages multiple regulatory processes through centralized national electronic systems, many of which are in the process of setting user fees and/or contract fees. With processes upgrading and expanding on a regular basis, the Board anticipates user costs or related interface needs to escalate as services are enhanced. In addition, the fiscal and operational impact of adoption of the Nurse Licensure Compact (NLC) is under analysis, with the assumption that fiscal impact will be essentially neutral for the short term, with a negative fiscal impact emerging as more states adopt the NLC. The impact of NLC adoption on disciplinary case management is under analysis in these initial years of implementation.
- Federal and state legislation impacting health care regulation: Federal and state legislation targeting practitioner profile reporting, public information disclosure, systems analysis, etc. requires rapid implementation and compliance, often without opportunity for adequate planning and phase-in time.
- Human resource variables: Board of Nursing personnel include Governor-appointed Board members and Board-appointed committee members, as well as employees of the agency. Changes in appointments resulting from term expirations, resignations, geographical relocation of members and newly created project-specific committees all serve to impact the Board and its operation. The Board anticipates continuation of five (5) Board-appointed committees. Although staff of the Board has been historically stable for the long-term, unanticipated vacancies do occur, resulting in the need to initiate recruitment and replacement activities for both classified and exempt employees.